

How To Overcome The Five Dysfunctions of a Team

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Team Principles & Agreements | Process

A team agreement also known as a social contract is a set of values, principles and/or behaviors that a team uses to improve communication and keep others accountable.

An approach to overcoming the five dysfunctions of a team.



Psychological safety is a condition in which human beings feel (1) included, (2) safe to learn, (3) safe to contribute, and (4) safe to challenge the status quo – all without fear of being embarrassed, marginalized, or punished in some way.

The contents in this presentation are based on the "5 Dysfunctions of a Team" authored by Patrick Lencioni.

Teamwork | The Five Dysfunctions of a Team

The goal is to create a healthy, psychologically safe, and cohesive One Team environment. By acknowledging imperfections, team members overcome their natural tendencies that make trust, conflict, commitment, accountability, and focus on results so elusive.

Absence of Trust (Invulnerability)

This occurs when team members are reluctant to be vulnerable with one another and are unwilling to admit their mistakes, weaknesses or needs for help. Spend a lot of time managing behaviors and appearances. Without a certain comfort level among team members, a foundation of trust is impossible.

Fear of Conflict (Artificial Harmony)

Teams that are lacking on trust are incapable of engaging in unfiltered, passionate debate about key issues, causing situations where team conflict can easily turn into veiled discussions and back channel comments. In a work setting where team members do not openly air their opinions, inferior decisions are the result.

Lack of Commitment (Ambiguity)

Without conflict, it is difficult for team members to commit to decisions, creating an environment where ambiguity prevails. Lack of direction and commitment can make Associates, particularly high-contributing "star" Associates, disgruntled.

Avoidance of Accountability (Low Standards)

When teams don't commit to a clear plan of action, even the most focused and driven individuals hesitate to call their peers on actions and behaviors that may seem counterproductive to the overall good of the team.

Inattention to Results (Status & Ego)

Team members naturally tend to put their own needs (ego, career development, recognition, etc.) ahead of the collective goals of the team when individuals aren't held accountable. If a team has lost sight of the need for achievement, the business ultimately suffers.

Teamwork | Overcoming The Five Dysfunctions of a Team

Increasingly in our complex business contexts of which is <Team or Project Name>, teamwork is essential for high performance and workplace productivity. Here are some practical and actionable steps that can be used to overcome these common hurdles and build cohesive, effective teams.

Build Trust

Practice exchanging feedback in structured environments. Identify strengths and weaknesses without repercussions.

Identify each others' single biggest contribution & area of improvement. Refer to 360 Degree Feedback

Engage in Constructive Conflict

Members of teams that tend to avoid conflict must surface buried disagreements with the team to shed light on and resolve them.

Encourage Associates to engage, not retreat, from healthy debate; allow resolution to occur naturally.

Ensure Commitment

Review key decisions made during meetings and agree on what needs to be communicated to Associates about those decisions.

Use clear deadlines for making decisions and respect those dates with discipline.

Ensure Accountability

Clarify publicly exactly what the team needs to achieve, who needs to deliver what and by when, and how everyone must behave in order to succeed.

Regularly communicate transparently and directly with one another about how they feel they and their teammates are doing against stated objectives and standards.

Focus on Results

Leaders must set the tone for a focus on results. If team members sense that the leader values anything other than results, they will take that as permission to do not care.

Teams that are willing to commit publicly to specific results are more likely to work with passionate desire to achieve those results.

Team Principles & Agreements | Success Factors

The proposed success factors below are based on the "5 Dysfunctions of a Team" authored by Patrick Lencioni.

○ Team members are focused on achieving collective project results and the success of the overall project & the organization's positive end-user experience.



○ Team members hold each other accountable to group decisions and timeline commitments to deliver on plans



○ Team members buy in and commit to action after having reached collective agreement on a decision, goal, or outcome

○ Team members are unafraid to debate about ideas (once trust is established)



○ Team members trust each other and share openly challenges and limitations (trust is the foundation of teamwork)

Team Principles & Agreements | Experience Ex.

SUCCESS FACTORS	TRUST	CONFLICT	COMMITMENT	ACCOUNTABILITY	RESULTS
WHAT IT MEANS	<ul style="list-style-type: none"> Team members trust each other and share openly challenges and limitations (trust is the foundation of teamwork) 	<ul style="list-style-type: none"> Team members are unafraid to debate about ideas (once trust is established) 	<ul style="list-style-type: none"> Team members buy in and commit to action after having reached collective agreement on a decision, goal, or outcome 	<ul style="list-style-type: none"> Team members hold each other accountable to group decisions to deliver on plans 	<ul style="list-style-type: none"> Team members are focused on achieving collective results and the success of the division's positive end-user experience
WHAT IT LOOKS LIKE <i>As a Team</i>	<ul style="list-style-type: none"> Create the space for all team members to participate and have input Trust others to do their work Trust others have good intentions; are comfortable being vulnerable and can admit mistakes and weaknesses 				
WHAT IT LOOKS LIKE <i>As an Individual</i>	<ul style="list-style-type: none"> Address conflicts before they become destructive Provide direct communication and feedback 				
ALIGNED TO PRINCIPLES or VALUES	<ENTER COMPANY OR TEAM PRINCIPLES OR VALUES HERE>				

There are examples to get you started; consider doing the activity as a team using Mural

Team Principles & Agreements | “You can count on me to ...”

TRUST	CONFLICT	COMMITMENT	ACCOUTABILITY	RESULTS
Seek to understand ..	Actively listen & seek to understand	Proactively inform the team of deliverable delays	Lead by example by holding yourselves accountable	Say what we do, do what we say
Place importance on inclusion among the team	Courageously right wrongs		Hold your team (and each other) accountable	
Treat each other with respect	Courageously say, “no” when I am feeling overwhelmed		Honor your commitments; being careful not to overpromise	
Respect the decision, or decision maker	Be open, honest, & transparent		Be reliable & dependable	
Assume good intent when following up on commitments	Recognize that procrastinating feedback only makes things worse			
	Approach you directly when there's an issue			
	Thoughtfully engage the person(s) that needs to know			
	Proactively communicate when there are delays, or when I am unable to deliver as committed			

There are examples to get you started; consider doing the activity as a team using Mural

Team Principles & Agreements | Tactical Promises

TRUST	
CONFLICT	
COMMITMENT	
ACCOUNTABILITY	
RESULTS	<ul style="list-style-type: none">• Align and agree on handoffs: what does the deliverable look like, what is the status of the deliverable being provided, when can it be expected, etc.

*There are examples to get you started;
consider doing the activity as a team
using Mural*